

## 025 - COUNTY COUNSEL

### Operational Summary

#### Mission:

To excel at providing high quality legal advice and representation to the Board of Supervisors, elected and appointed County department heads, County agencies/departments and staff, special districts and the courts. To facilitate achievement of the goal of County government.

#### Strategic Goals:

- Deliver all legal services to our clients as efficiently and economically as possible, in accordance with high ethical and professional standards.
- Provide highly competent legal advice to our clients on matters related to their public duties and responsibilities in the administration of the public's business.
- Effectively prosecute and defend civil actions in which our clients are involved.

#### Key Outcome Measures:

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
<b>PERCENT OF CLIENT AGENCIES RATING QUALITY &amp; RESPONSIVENESS OF ADVISORY SERVICES AS GOOD OR BETTER.</b> <b>What:</b> Measurement of quality and effectiveness of services provided. <b>Why:</b> Client satisfaction is the primary measure of success for a service agency.	Based on 1998/99 survey, 100% of client agencies rated advisory services as good or better in terms of timeliness, quality, and responsiveness. The 1999/00 survey is not yet completed.	County Counsel's target is to continue to be rated as good or better by 100% of its client agencies in terms of timeliness, quality, and responsiveness.	Based on survey results and ongoing dialog with clients, County Counsel is doing well in the area of providing satisfactory advisory legal services in terms of timeliness, quality, and responsiveness.
<b>PERCENT OF CLIENT AGENCIES RATING QUALITY &amp; RESPONSIVENESS OF LITIGATION SERVICES AS GOOD OR BETTER.</b> <b>What:</b> Measurement of quality and effectiveness of services provided. <b>Why:</b> Client satisfaction is the primary measure of success for a service agency.	Based on 1998/99 survey, 100% of client agencies rated litigation services as good or better in terms of timeliness, quality, and effectiveness. The 1999/00 survey is not yet completed.	County Counsel's target is to continue to be rated as good or better by 100% of its clients in terms of timeliness, quality, and effectiveness of services provided.	Based on survey results and ongoing dialog with clients, County Counsel is doing well in the area of providing satisfactory litigation legal services in terms of timeliness, quality, and responsiveness.
<b>PERCENT OF CLIENT REQUESTS FOR LEGAL ADVICE/SERVICE RESPONDED TO WITHIN 30 DAYS.</b> <b>What:</b> Measurement of timeliness of service. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	In May, 1998, there were 165 pending client requests that required more than 30 days to provide a response; this number was reduced to 100 by August, 1999.	County Counsel's target for FY 2000-01 is to reduce the number of requests for legal advice/service that are over thirty days old to seventy.	Based on progress to date, County Counsel is doing very well to meet its goal of decreasing the time required to respond to requests for legal advice/service to thirty days or less.

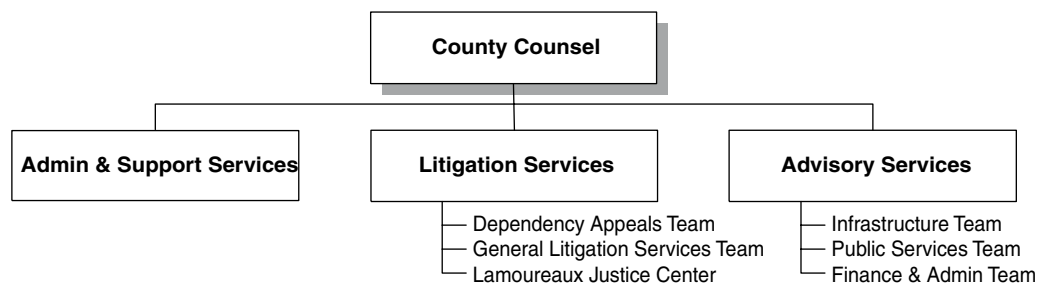
## Key Outcome Measures: (Continued)

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
<b>PERCENT OF WRITTEN OPINIONS CHALLENGED IN COURT OR ADMINISTRATIVE PROCEEDINGS.</b> <b>What:</b> Measure of the quality of legal advice. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	There were no written opinions challenged in court or administrative proceedings during FY 1999/00.	County Counsel's target for FY 2000-01 is to continue its history of having no written opinions challenged in court or administrative proceedings.	County Counsel is doing very well in producing quality written opinions which stand up to the scrutiny of the marketplace.
<b>PERCENT OF CHALLENGED WRITTEN OPINIONS WHICH ARE UPHELD.</b> <b>What:</b> Measures the quality of services provided by County Counsel. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	To date, there have been no County Counsel written opinions challenged in courts or administrative proceedings.	County Counsel's target for FY 2000-01 and the future is to continue to provide high quality written opinions that will not be challenged in courts or administrative proceedings.	County Counsel is providing high quality written opinions which are not overturned by courts or administrative tribunals.

## Fiscal Year 1999-00 Key Project Accomplishments:

- Developed protocol for joint review of completed litigation and other significant legal matters.
- Continued MCLE training for attorneys; developed and conducted sessions.
- Implemented a Case Management System; implemented use of Internet for legal research; increased use of office automation software.
- Implemented a system for computerized research and retrieval of opinions.
- Negotiated and implemented a unique Performance Incentive Plan (PIP) with County Counsel attorneys.

## Organizational Summary



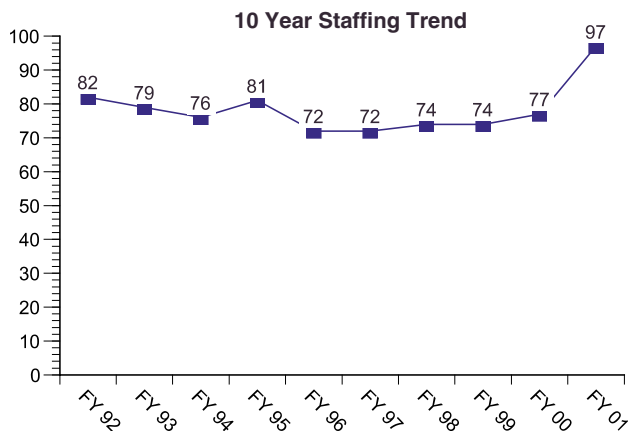
**COUNTY COUNSEL - EXECUTIVE** - Provides executive management oversight for department. Attends Board of Supervisors' meetings and provides legal services to the Board of Supervisors.

**ADVISORY SERVICES** - Provides legal advice to officers and employees of the County on matters relating to their duties and responsibilities in the administration of the public business. Drafts and reviews legal opinions, contracts, leases, licenses, permits, deeds and conveyances, franchises and city-County agreements, Ordinances, Resolutions, and bills for introduction in the Legislature. Attends meetings of the Board of Supervisors and other County boards and commissions.

**LITIGATION SERVICES** - Prosecutes and defends civil actions in which the County or Board-governed districts are involved such as eminent domain proceedings, tax cases, zoning matters, environmental and contract actions, damage suits, and election matters. Provides legal services to the Public Administrator/Public Guardian in conservatorship matters and legal services to the Social Services Agency in Juvenile Court matters concerning abused, abandoned, or neglected children.

**ADMINISTRATIVE SUPPORT** - Provides administrative, clerical, and general support for the County Counsel and the two other divisions. Responsible for secretarial support to the attorneys, law library support and resources, human resources functions, budget, records management, computer systems and network administration, accounting, safety, and purchasing.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Twenty positions were added in FY 00/01 in response to client department requests for additional services in the areas of SSA/Juvenile Dependency and CSA/PA-PG LPS/Probate and for added El Toro litigation support.

- Five positions were added from FY 95/96 to FY 99/00 to meet increased service requests by client departments.
- Nine positions were deleted in FY 94/95 due to the bankruptcy.
- One position was deleted from FY 91/92 to FY 93/94. During this period the number of positions fluctuated from a high of 82 in FY 91/92 to a low of 76 in FY 93/94 in response to changing requests for services by client departments.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

County Counsel will continue to improve efficiencies, effectiveness, and economies within the department through expanded use of technology for communications, document review and production, and legal research. Staff will also continue to focus on successful implementation of the organizational performance measurement program (ROG), the attorney pay for performance program, and the employee pay for performance program (PIP). County Counsel will continue to use contractors in lieu of adding staff when cost effective.

### Changes Included in the Recommended Base Budget:

At the request of SSA, nine positions were added to provide additional support for juvenile dependency cases and, at the request of CSA, two positions were added to provide additional support for LPS/Probate cases.

### Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
<b>Litigation Services</b>	Litigation support for El Toro Reuse matters.	Provide approximately 12,000 hours of attorney services.	025-003
<b>Amount: ..... \$ 926,872</b>			

## Final Budget and History:

Sources and Uses	FY 1998-99 Actual Exp/Rev <sup>(1)</sup>	FY 1999-00 Final Budget	FY 1999-00 Actual Exp/Rev <sup>(1)</sup>	FY 2000-01 Final Budget	Change from FY 99-00 Actual	
					Amount	Percent
Total Positions	N/A	77	N/A	97	97	N/A
Total Revenues	1,543,718	3,551,450	1,403,663	4,422,150	3,018,487	215.04
Total Requirements	4,094,658	6,850,784	4,619,335	7,319,787	2,700,452	58.46
Net County Cost	2,550,940	3,299,334	3,215,672	2,897,637	(318,035)	-9.89

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 1999-00 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: COUNTY COUNSEL in the Appendix on page 491.

## Highlights of Key Trends:

- Increasing client caseloads in areas of juvenile dependency, LPS, Probate, and Adult Protective Services is requiring increasing legal support, particularly in the area of litigation. Increasing airport litigation is expected to generate additional staff requirements.

## Budget Units Under Agency Control

No.	Agency Name	County Counsel - Executive	Advisory Services	Litigation Services	Administrative Support	Total
025	County Counsel	229,870	2,515,414	4,448,267	126,236	7,319,787
	<b>Total</b>	229,870	2,515,414	4,448,267	126,236	7,319,787